Process Focus

The job shop strategy is employed by facilities that produce various products with typically low-volume production. This strategy aims to accommodate changes in production requirements and is characterized by specialized processes for each product type.

Example:

Job Shop 1: Welding

- **Equipment:**
  The welding facility is equipped with machines specifically designed for welding processes.
- **Layout:**
  The welding process involves the fabrication of different products, each requiring specific welding actions.
- **Supervision:**
  A specialized supervisory team is responsible for overseeing and managing the welding process.

Job Shop 2: Painting

- **Equipment:**
  There is a dedicated facility equipped for the painting process.
- **Layout:**
  Various products undergo distinct painting procedures in this facility.
- **Supervision:**
  A separate supervisory team is assigned to manage and oversee the painting operations.

Analysis of the Strategy:

Upon analyzing the job shop strategy, several key observations can be made:

1. **Customization for Each Process:**
   The strategy involves tailoring each specific process to produce different types of products. This customization allows for flexibility in accommodating diverse product requirements.
2. **Specialized Management:**

Each facility (e.g., welding, painting) has its own specialized management team. This ensures that experts oversee the operations, contributing to efficiency and quality control within each stage of production.

3. **Adaptability to Change:**

The strategy is chosen based on the low volume of products and the frequent changes in the types of products being produced. This adaptability is crucial for meeting diverse market demands and responding to changes in product specifications.

In conclusion, the job shop strategy is well-suited for facilities with diverse product lines and low-volume production requirements. Its flexibility and adaptability make it an effective approach for addressing the challenges posed by varying product specifications and production demands. This strategy, also known as the product-focused strategy, is a manufacturing approach employed by organizations that produce a limited range of standardized products in high volumes. This strategy is designed to achieve efficiency through the repetition and specialization of tasks.

Product-focused Strategy

The repetitive focus strategy, also known as the product-focused strategy, is a manufacturing approach employed by organizations that produce a limited range of standardized products in high volumes. This strategy is designed to achieve efficiency through the repetition and specialization of tasks.

Example: Automobile Manufacturing

Equipment:

The production line is equipped with specialized machinery for each step of the manufacturing process, such as welding, painting, and assembly.

Layout:

The layout is organized sequentially, with the product moving along the assembly line from one workstation to the next.

Supervision:
Each section of the assembly line has its supervisor, ensuring smooth and efficient operations. **Standardization:**
The focus is on a limited range of standardized products, such as specific car models.
Efficiency:
Tasks are highly specialized and repeated sequentially, allowing for efficient production.
High Volume:

The plant produces a high volume of the same type of product to take advantage of economies of scale.

Advantages:

Cost Efficiency:

Standardization and repetition lead to cost savings in terms of production.

Predictable Output:

The process is designed for a predictable and consistent output, reducing variability.

Conclusion:

The repetitive focus strategy proves beneficial when an organization aims for efficiency and cost reduction in the production of a limited range of standardized products. By focusing on repetition and specialization, organizations can meet market demand effectively while taking advantage of economies of scale, ultimately leading to improved competitiveness.

Mass Customization Focus Strategy: Examples and Explanation

Definition:

The mass customization focus strategy aims to combine the advantages of both mass production and customization. It involves producing high volumes of customized products to meet the specific needs of individual customers.

Example: Nike ID Shoe Customization

Online Platform:

Nike provides an online platform where customers can choose the base shoe model.

Customization Options:

Customers can then customize various elements such as color, materials, and even add personalized text or symbols.

Production Process:

Once the customer finalizes the design, Nike employs a mass production process to manufacture the customized shoe according to the unique specifications.

Operational Aspects:

Variety:

Nike ID offers a wide range of customization options, allowing customers to create a unique product.

Efficiency:

Despite customization, Nike uses efficient mass-production techniques to handle a large number of personalized orders.

Customer Involvement:

Customers actively participate in the design process, enhancing their engagement and satisfaction.

Advantages:

Personalization:

Customers get a product tailored to their preferences.

Economies of Scale:

By combining customization with mass production, Nike benefits from economies of scale.

Conclusion:

The mass customization focus strategy is effective when an organization seeks to provide personalized products on a large scale. It allows customers to enjoy unique, customized items while benefiting from the efficiency of mass production.

Process Strategy Tools: Flow Charts, Time-Function Mapping, Process Charts

1. Flow Charts:
Definition: Flow charts visually represent the sequence of steps in a process, highlighting the flow of materials or information.
Example: Consider the order fulfillment process in an e-commerce business. A flow chart would illustrate the stages from order placement to

2. Time-Function Mapping:
Definition: Time-function mapping displays the time required for each step in a process, aiding in identifying bottlenecks and optimizing efficiency.

Example: In a manufacturing setting, time-function mapping can show the time spent at each workstation during the production of a specific item, helping to streamline the process.

3. Process Charts:
Definition: Process charts provide a visual representation of tasks, their sequence, and interdependencies within a process.
Example: Consider the recruitment process in a company. A process chart would outline activities like resume screening, interviews, and background checks, helping to visualize the entire recruitment workflow.

Advantages of Using These Tools:

Clarity: Visual tools enhance understanding and communication of complex processes.Identification of Inefficiencies: They help identify bottlenecks, redundancies, or delays in a process.Process Improvement: Visualizing processes aids in optimizing workflows and improving overall efficiency.

Conclusion:

Utilizing flow charts, time-function mapping, and process charts empowers organizations to analyze, understand, and enhance their processes. These tools are essential in process strategy for achieving operational excellence.

Process Strategy Tools: Value-Stream Mapping and Service Blueprinting

1. Value-Stream Mapping:
Definition: Value-Stream Mapping (VSM) is a lean management tool that visualizes the steps required to deliver a product or service, emphasizing value-added activities and identifying waste.
Example: In a manufacturing context, a value-stream map might illustrate the end-to-end process of producing a specific product, from raw material acquisition to distribution, highlighting areas for improvement in efficiency and waste reduction.

2. Service Blueprinting:
Definition: Service Blueprinting is a technique used to analyze and design service processes, providing a visual representation of the customer journey and all the underlying activities.
Example: For a banking service, a service blueprint could outline customer interactions at the front desk, behind-the-scenes processes for transaction processing, and support functions. It helps identify touchpoints, customer interactions, and areas for service enhancement.

Key Features and Benefits:

Focus on Value: Both tools emphasize identifying and maximizing value in processes, whether in manufacturing or service delivery.

Visualization: They provide clear visual representations, aiding in understanding and communication of complex processes.

Continuous Improvement: By highlighting inefficiencies and bottlenecks, these tools support continuous improvement efforts.

Conclusion:

Value-Stream Mapping and Service Blueprinting are powerful tools for organizations aiming to streamline processes, enhance customer satisfaction, and eliminate waste. They play crucial roles in process strategy, particularly in lean and service-oriented environments.

7.13 Prepare a flowchart for one of the following:

a) the registration process at a school

b) the process at the local car wash

c) a shoe shine

d) some other process with the approval of the instructor

• 7.14 Prepare a process chart for one of the activities in

Problem 7.13.

• • 7.15 Prepare a time-function map for one of the activities

in Problem 7.13.

• • 7.16 Prepare a service blueprint for one of the activities in

Problem 7.13.

• • 7.17 Using Figure 7.6 in the discussion of value-stream mapping as a starting point, analyze an opportunity for improvement in a process with which you are familiar and develop an improved process.

7.13 Flowchart: Registration Process at a School

Start
↓
Receive Registration Form
↓
Check for Completeness
↓
Incomplete?
↓
No →
↓
Issue Receipt
↓
Record Information
↓
Generate Student ID
↓
Provide Class Schedule
↓
End
↓
Yes →
↓
Request Missing Information
↓
Receive Missing Information
↓
Check Again for Completeness
↓
Complete?
↓
No →
↓
Repeat Request
↓
End
↓
Yes →
↓
Proceed to Record Information
↓
... (Continue as above)

7.14 Process Chart: Activity in 7.13

- **Activity:** "Check for Completeness"
  - **Symbols Used:**
    - Oval: Start/End
    - Rectangle: Process
    - Diamond: Decision
    - Arrow: Flow Direction
  - Start

↓

Receive Registration Form

↓

Check for Completeness

↓

Incomplete?

↓

No →

↓

Issue Receipt

↓

Record Information

↓

Generate Student ID

↓

Provide Class Schedule

↓

End

↓

Yes →

↓

Request Missing Information

↓

Receive Missing Information

↓

Check Again for Completeness

↓

Complete?

↓

No →

↓

Repeat Request

↓

End

↓

Yes →

↓

Proceed to Record Information

↓

... (Continue as above)

7.15 Time-Function Map: Activity in 7.13

- **Activity:** "Record Information"

Time (minutes) | Function

0	Start
2	Verify Form
5	Enter Data
8	Generate ID
10	Class Assignment
12	End

7.16 Service Blueprint: Activity in 7.13

- **Activity:** "Generate Student ID"

Customer Actions | Onstage Activities | Backstage Activities

Provide Information | Verify Information | Generate Student ID

| |

| |

| |

7.17 Process Improvement: Opportunity Analysis Process: Customer Support in an E-commerce Platform Opportunity: Streamlining Return Process

Improvements: Implement a user-friendly online return request form. Automate the initial verification process for faster responses. Provide real-time updates on the return status to enhance transparency.